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SURVEY OF THE FINANCE BRANCH

Summary of Recommendations

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1. Action should be initiated to secure more adequate space.
2. Personnel recruitment should be continued for (1) key finance officers and clerks for overseas installations and to cover attrition, (2) headquarters T/O should be increased by \_\_\_\_ to cover increased volume and expansion of work.
3. Determination should be made as to extent of audit and other support required of Finance Division in connection with (1) commercial audits, (2) audits and survey of proprietary projects, and (3) field audits. If it is determined that additional support functions are necessary in those fields start recruitment for personnel immediately.
4. 
5. Continue to give certifying officers audit assistance and support to permit better liaison with Foreign Division.
6. Liaison with Audit Division, I&S?
7. Revise and rewrite Confidential Funds Regulations.
8. Coordinate with OSO and OPC to control issuance of uniform field instructions.
9. Improve specific audit criteria and publish as Branch Notice. *Jim Cooper*

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10. As availability of experienced personnel increases, put trainees under closer supervision to (1) accelerate their training, and (2) cut down on errors.
11. Get approval to proceed on establishing emergency caches in U. S.
12. Combine vital documents stored by Finance Branch with those stored by the Comptroller.
13. Continue efforts to improve Branch files - records and accounts.
14. Complete internal routing, recording and processing procedures and criteria and formalize as Branch Notice.
15. Continue to place emphasis on catching up on backlog of work with priority - (1) Audit Certification and processing backlog of accounts,  
(2) Advances  
(3) correcting of past accounting errors  
(4) Agent accounts  
(5) Proprietary accounts
16. Keep a 2 man audit team in the field until commercial audits are brought up to date.
17. Send out 2 men - 1 to Europe - 1 to Far East, for audit and inspections and report on activities at principal stations.
18. Determine degree and extent of field audit and inspection that will be required to support subsidy and proprietary activities and new Procurement programs.

19. Continue efforts to standardize payroll procedures, and insofar as security will permit, discontinue "hand processing" of salary and allowance accounts.

20.



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21. Agency should determine (1) definition of an agent, (2) Security factors in handling an agent, (3) write employment contracts with agents that are realistic - The Finance Division should then follow such definitions, security requirements, and contracts in effecting payments to agents.

22. Decentralize audit of travel accounts to principal field stations where there are certifying officers.

23. Agency determine a policy re per diem for new employees in Washington - *Campbell*  
issue orders accordingly - and Finance Branch pays per orders.



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24. Continue practice of applying "substantial" instead of technical rules in audit of travel accounts.

25. Agency should determine policy applicable to travel reimbursements to agents.

26. To the extent permitted by security have agent travel accounts (in pseudo) audited by Travel Unit.

27. Operating offices determine extent to which expense accounts (projects) can be consolidated for funds control and reporting purposes.

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28. Determine specific use of machine (national cash) in [REDACTED] *Copied* 25X1A  
Since I&S audit not in agreement with (National Cash) machines get their [REDACTED]  
specific recommendations. 25X1A  
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29. [REDACTED]
30. Extend use of "Compensation Paid abroad" accounts to record agents pay-  
ments and discontinue posting salary due in advance (Receivable) ledgers. ✓
31. Separate travel and personal advances and operational advances.
32. Maintain tickler system and follow-up closely on delinquent field accounts  
and accounts retained for too long a period in Foreign Branches.
33. Continue to place emphasis on follow-ups on outstanding advances - Devise  
form to record outstanding advances over \_\_\_\_\_ and forward to C/O.
34. Report of trial balance [REDACTED] 25X1A
35. Breakdown of outstanding advances (Receivables) on report by type (1)  
subsidy and Prop., (2) operational, (3) foreign stations, (4) travel and  
personal.
36. Determine extent to which machines may be used in preparation of report  
schedules.
37. Combine disbursing and monetary functions to remove disbursing function  
from Accounts and Chief's Finance Office.
38. Work out with operating offices and security a program for establishing  
a system of world-wide bank contacts for use for (1) information, (2)  
advice, (3) [REDACTED] 8-05252A000300020051-8

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- 39. Improve on monetary information and intelligence.
- 40. Firm up controls on cached funds.
- 41. Firm up finance procedures re handling of subsidy and proprietary accounts.
- 42. Formalize accounts and reports on [REDACTED] funds.

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